

An Analysis of the Stages of Community Empowerment in the Desa Cahaya Program by YBM PLN through the Assistance of the Tuna MSME Group "Selera Katong" in Oesapa Village, Kelapa Lima District, Kupang City

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Abstract

The National Long-Term Development Plan (RPJPN) aims to achieve a poverty rate of 0% by 2045. However, the poverty rate in Indonesia has not demonstrated a significant decline, particularly in coastal areas such as East Nusa Tenggara (NTT). The poverty rate among traditional fishermen in NTT remains disproportionately high compared to the region's abundant marine resources. Various stakeholders have implemented empowerment programs, but their sustainability and effectiveness are limited, primarily due to inadequate mentoring. In response, the Baitul Maal PLN Foundation (YBM PLN) initiated the Desa Cahaya program to empower the Tuna MSME Group "Selera Katong" in Oesapa Village, Kelapa Lima District, Kupang Regency, East Nusa Tenggara. This study employs a qualitative research approach, utilizing a descriptive research design, with data collection conducted through interviews, observations, and documentation studies. The findings indicate that the assistance provided to the Tuna Fish MSME group "Selera Katong" is comprehensive, encompassing counseling and training activities related to the production process, as well as marketing support. The assistance aligns with the theoretical framework and stages of empowerment.

Keywords: Mentoring, Community Empowerment, MSMEs.



INTRODUCTION

The National Long-Term Development Plan (RPJPN) for 2024-2045 aims to realize a "Golden Indonesia," with one of the key indicators being the eradication of poverty. However, progress toward achieving this target has been limited, as evidenced by the national poverty rate declining by only 0.33% from 2023 to 2024 (Profile of Poverty in Indonesia, 2024). East Nusa Tenggara (NTT) ranks as one of the provinces with the fourth-highest poverty rate in Indonesia, despite its strategic location in Southeast Indonesia. The poverty rate in East Nusa Tenggara stands at 19.48%, notwithstanding the region's significant potential for marine resources (Profile of Poverty in East Nusa Tenggara, 2024). The majority of coastal communities in this region are traditional fishermen who face multifaceted challenges, resulting in low welfare levels among fishing families. The low welfare of traditional fishing families can be attributed to several factors, including: 1) overfishing leading to declining fish stocks and reduced income; 2) increased pollution and contamination degrading marine ecosystems and aquatic health; 3) global climate change causing increased sea acidity and altered seasonal patterns; 4) limited infrastructure, particularly in transportation, forcing fishermen to sell their catch directly to middlemen; 5) low levels of education and community skills; and 6) restricted access to capital for product processing and investment in boats and fishing gear (Minsas et al., 2023). Consequently, the welfare of fishing communities remains very low, and they struggle to break the cycle of poverty. Furthermore, Indonesia is highly vulnerable to climate change, as highlighted in the IPCC (Intergovernmental Panel on Climate Change) report, which exacerbates the challenges faced by fishermen in determining fishing seasons, threatening economic stability, socio-economic conditions, and the planet's ecological balance (Helmi & Satria, 2012).

The issue of coastal poverty has become a significant concern for the Indonesian government, as evident from the inclusion of village development as one of the eight missions outlined in Asta Cita (Profile of Oesapa Neighborhood, 2024). Additionally, poverty management strategies, including empowerment, have been formalized in Law No. 13 of 2011 on Poverty Management. According to Butcher (2007), empowerment is defined as an effort to enable communities to take control of their living conditions. This endeavor is crucial for fulfilling community needs in social, physical, and economic sectors, ultimately enhancing their quality of life (Hidayat & Warsono, 2020). Effective empowerment can only be achieved when initiatives are community-driven, aiming to increase skills, knowledge, and power. Despite efforts by the government, private sector, and NGOs, coastal empowerment programs have yielded suboptimal results due to a lack of sustainability and consistent support. As noted by Kusnadi (2009) in Abidin



(2017), these programs often fail to break the cycle of poverty and improve fishermen's welfare. The ineffectiveness of empowerment programs for fishermen can be attributed to several factors, including budget constraints, low human resource quality, inadequate supervision, lack of ownership, consumptive lifestyle patterns, poor financial management, and irregular assistance (Purwanti, 2024). Mentoring plays a critical role in the success of coastal community empowerment programs. This is supported by Indonesian Law No. 7 of 2016, which emphasizes the importance of mentoring as a strategy for empowering fishermen. Mentors are essential for community development (Suswanto et al., 2018), and mentoring is a key determinant of the success of community empowerment programs (Suharto, 2005). Despite its importance, mentoring remains underutilized in empowerment programs for fishermen.

The Desa Cahaya program, initiated by the Baitul Maal PLN Foundation (YBM PLN), is an empowerment program that utilizes the role of facilitators as change accelerators. Since its inception in 2018, the program has expanded to 53 locations, aiming to alleviate poverty in disadvantaged areas by optimizing local economic potential. The primary focus of the Desa Cahaya program is to enhance productive capacity, entrepreneurship, and spiritual well-being. Village facilitators play a crucial role in providing direct assistance to the community, as seen in the program's implementation in Oesapa Village, Kelapa Lima District, Kupang City, East Nusa Tenggara.

Oesapa Village was selected due to its heterogeneous social characteristics and low economic conditions, with the majority of the population earning between IDR 100,000 and IDR 500,000 per month, and 47.22% working as traditional fishermen (Profile of Oesapa Neighborhood, 2024). Given the coastal characteristics and the majority of the community being fishermen, the Desa Cahaya Oesapa program targets housewives, including single mothers and wives of low-income fishermen, by establishing the Tuna Fish MSME Group "Selera Katong." This empowerment effort aims to improve the welfare of fishing families. Empowering women in traditional fishing families is a strategy for eradicating structural poverty, strengthening economic resilience, and enhancing the bargaining position of traditional fishermen (Suyanto, 2013). MSMEs have proven to be resilient and drive economic growth, even during post-economic crises (Sudaryanto & Hanim, 2002). Therefore, establishing MSMEs is a basis for diversifying fishing families' income beyond fishing. However, MSMEs often face challenges such as limited capital, low production techniques, limited management and marketing, and low human resources (Putri, 2017). To address these issues, the Desa Cahaya Oesapa empowerment program provides comprehensive assistance to the "Selera Katong" Tuna Fish Processed MSME group, including



training and marketing support. This program has been ongoing for three years and has successfully expanded product distribution to Oleh-Oleh stores in Labuan Bajo.

Based on the preceding description, this study will delve deeper into the empowerment efforts undertaken by the PLN Baitul Maal Foundation's village facilitators, particularly within the Tuna Fish MSME Group "Selera Katong" from 2022 to 2025. The research question is: "How are the stages of empowerment in the Desa Cahaya YBM PLN program through the assistance provided to the Tuna Fish MSME Group 'Selera Katong' in Oesapa Village, Kelapa Lima District, Kupang City?" This research aims to contribute theoretically by enriching the understanding of empowerment stages and complementing existing literature. Practically, it seeks to provide valuable insights for program development and enhancement for practitioners involved in MSME empowerment.

METHOD

This study employs a qualitative approach, as Neuman (2017) notes that qualitative research seeks to gather comprehensive information from informants in a natural setting. A descriptive research design is utilized, presenting a detailed description of the mentoring program's implementation, including the situation, social setting, and relationships that influence the program's execution. According to Neuman (2017), descriptive research aims to provide a detailed description of a specific situation. The research was conducted in Oesapa Village, Kelapa Lima Sub-district, Kupang City, East Nusa Tenggara. Data collection techniques involved triangulation, using interviews, participatory observation, and documentation studies, as suggested by Marshall & Rossman (1999). Interviews, as defined by Bogdan & Taylor (1984), involve repeated face-to-face meetings to gain an understanding of the research subjects' perspectives on their lives, experiences, and social situations. Participatory observation, according to Narbuco & Achmadi (2010), entails systematic observation and recording of the phenomena under investigation. In this study, participatory observation involved observing the daily activities of the research subjects to gather more comprehensive information. Documentation studies, as described by Koentjaraningrat (1993), involve collecting and analyzing documents, such as written reports, images, and other relevant materials. The documents analyzed in this research included the village facilitator's report and the academic partner's accountability report. Informants were selected using purposive sampling, a non-random sampling method aimed at identifying specific cases within a hard-to-reach population (Neuman, 2017). The informants in this study included village facilitators, MSME groups, village officials, YBM PLN Center, and YBM PLN Unit. Data



analysis followed the stages outlined by Neuman (2017), involving data collection, processing raw data into verbatim form, and analyzing data through clarification, open coding, axial coding, selective coding, interpretation, and elaboration.

Data validity is enhanced through the triangulation strategy proposed by Guba and Lincoln in Krefting (1991). According to Guba and Lincoln, four key concepts underpin research quality: credibility, transferability, dependability, and confirmability. Triangulation can be employed to achieve credibility, dependability, and confirmability. Knafl and Breitmayer in (Krefting, 1991) identify four types of triangulation: data triangulation, data source triangulation, theoretical triangulation, and researcher triangulation. This study utilizes two types of triangulation: 1) data triangulation, which involves collecting data through multiple methods and comparing the results, and 2) data source triangulation, which involves maximizing data collection by observing and interviewing different individuals at various times and locations.

RESULT AND DISCUSSION

The Desa Cahaya Oesapa Program is a coastal empowerment initiative aimed at improving the welfare of underprivileged families. The acronym "CAHAYA" stands for Capable, Religious, Healthy, and Empowered, reflecting the program's holistic approach to empowerment. Desa Cahaya believes that empowerment extends beyond economic support, incorporating pillars such as health, education, da'wah, and social humanity. Consequently, the program's coaching activities focus on developing beneficiaries' knowledge and skills across various aspects. In its third year, the Desa Cahaya Oesapa program features group-based business initiatives known as Kelompok Usaha Cahaya (KUC). Established KUCs include the Fishermen KUC, the Tuna Fish MSME KUC "Selera Katong," and individual business associations. Notably, the Tuna Fish MSME group "Selera Katong" is a standout program, specializing in processed seafood products, particularly tuna, with variants such as chips, nuggets, shredded fish, and bone sticks.

The empowerment of the "Selera Katong" Tuna Fish MSME group commenced with a collaborative effort between YBM PLN UIW NTT and academic partners to provide technical training in production, packaging, marketing, group management, and finance. The five-day training session, held from February 27, 2021, to March 3, 2021, at the SMK Muhammadiyah Hall in Kupang City, was attended by 20 participants divided into four groups: chips, sticks, nuggets, and shredded products. This fish processing MSME group was named the Cahaya Business Group (KUC) of Tuna Fish Processed MSMEs "Selera Katong." The training enhanced participants' knowledge and technical skills in producing processed tuna fish products, marketing, group



management, and financial management. The MSME group initiated production and marketing efforts, but faced challenges due to low income generation and products being less appealing to the market due to taste and texture issues. On April 4, 2021, a Seroja Storm disaster damaged 17 fishing boats, affecting 41 families and causing economic difficulties and property damage. As MSME group members were among those affected, productivity ceased. The partnership with academic partners concluded on September 15, 2022, with the submission of an accountability report to YBM PLN UIW NTT.

In 2022, YBM PLN Pusat relaunched the second batch of the Desa Cahaya program following the COVID-19 pandemic. This relaunch presented an opportunity for YBM PLN UIW NTT to propose Oesapa Village as a potential location for the Desa Cahaya program in the NTT region. The proposal was based on the existing MSME group program, which faced marketing challenges, and the village's fisheries potential that could be further developed. The proposal was approved by YBM PLN Pusat, and Oesapa Village became one of the program's locations.

The Oesapa Desa Cahaya program assistance commenced in September 2022. At the outset, the village facilitator, accompanied by YBM PLN UIW NTT representatives, visited the Village Office to obtain permission for the program's implementation. The village facilitator then conducted a socialization stage, introducing the Desa Cahaya program and YBM PLN to the community and village stakeholders. This stage aimed to convey information about the program's vision, mission, and funding source, which originates from PLN employees' zakat channeled through the PLN Baitul Maal Foundation (YBM PLN). The socialization was carried out through home visits to community leaders, including RT, RW, Village Head, Religious Leaders, Village Midwives, and Mosque Imams, and was well received. Additionally, socialization was conducted during National Electricity Day activities in November 2022, which included a dhuafa bazaar festival, tuna fish cooking competition, and coloring competition. During the event's opening, the village facilitator informed the community about the Desa Cahaya program, its vision and mission, and the funding source.

Following the program's socialization stage, village facilitators conducted a social mapping stage, which involved mapping the area and its potential in all aspects through observation and analysis of secondary data from the village profile. Subsequently, village facilitators held focus group discussions (FGDs) with beneficiaries, including MSME groups and local community leaders. The FGD, attended by 15 people, was conducted in the first month of placement. During the discussion, the MSME group shared obstacles that had led to the group's inactivity. The village facilitator then visited each beneficiary's home to further discuss the challenges and future



aspirations of the group. After the home visits, the village facilitator gathered all MSME group members to collectively discuss the obstacles and potential solutions. The problems identified by the MSME group included: 1) low marketing; 2) product taste and texture not aligning with market interests; 3) fish processing methods causing skin irritation; 4) inconsistent production times; 5) lack of routine assistance; and 6) underutilization of group functions.

The issues raised by the MSMEs were addressed by village facilitators through a follow-up stage known as the intervention plan stage and grand design formation. This stage involved creating a problem tree and objective tree, complemented by a Logic Framework Analysis (LFA) and Program Planning Matrix (MPP). The LFA established a logical framework encompassing hierarchies, objectives, activity descriptions, indicators, resources, assumptions, and causal relationships between elements. The MPP presented this framework in a structured format, including a program implementation timeline and budget plan. The village facilitator compiled the problem tree, objective tree, LFA, and MPP into a Grand Design, which was then presented to YBM PLN Center and Unit. Based on their input and suggestions, a work plan agreement was formed for the Desa Cahaya Oesapa program.

Following the agreement on the program plan, the next stage was program implementation. For the MSME group, this involved coaching for business development, including production assistance, financial record-keeping, market networking, marketing, business legality, and product modification. The first coaching session was held on December 25, 2022, with the MSME group, focusing on agreeing on a production schedule and weekly coaching sessions. Village facilitators provided intensive assistance with the production process, guiding the group on taste, texture, and ingredient composition. The MSME group conducted eight experiments using additional capital provided by YBM PLN UIW NTT, ultimately achieving the desired food recipe after initial failures. During these experiments, the cracker group modified their recipe to produce processed chips, deemed more marketable. In May 2023, the mentoring process was further strengthened with quality control coaching, aimed at maintaining product consistency through the appointment of a spice holder. This training was prompted by feedback from a souvenir shop in Labuan Bajo regarding variations in product taste. Additionally, the MSME group established various roles, including chairman, vice chairman, secretary, treasurer, marketing team, and synergy team, with the village facilitator explaining each role's responsibilities to foster group independence.

The next stage of mentoring involved financial record-keeping. This assistance aimed to enhance beneficiaries' ability to distinguish between capital and profit, a crucial aspect of MSME



empowerment. Although financial record-keeping material had been introduced during product manufacturing training on March 1, 2021, the village facilitators further reinforced this understanding by adding operational cost recording, including electricity and labor costs. Initially, these calculations were based on group agreements rather than detailed computations. Additional assistance focused on calculating the Cost of Goods Sold (COGS), dividing recording responsibilities, and introducing stock books to track product distribution.

The next stage of assistance involved business legality, ensuring products met regulatory standards and supporting business growth. Academic partners initiated this process, facilitating various forms of legality, including testing for hazardous materials at the Kupang POM Center, obtaining a Business Identification Number (NIB), halal certification from LPPOM MUI NTT, and production site feasibility assessment. Laboratory tests confirmed the products were free from formalin and borax, and safe for consumption. The halal and PIRT certificates, initially issued in 2021, were renewed in 2025 by the village facilitator. Marketing assistance was also a key component, conducted through both offline and online methods. The MSME group actively promoted products through exhibitions, festivals, and expos, while social media sales accounts, such as Shopee and the PLN Mobile application, were established, albeit currently managed by the village facilitator. Further guidance on digital platform management and online transactions is planned. The village facilitator also facilitated marketing collaborations, resulting in licenses to participate in various events. The group expanded distribution by partnering with shops and participating in entrepreneurship training. Promotional activities included social events like mangrove planting and local festivals. Through these efforts, the "Selera Katong" Tuna Fish MSME Group has pursued both offline and online marketing to increase product sales.

The implementation stage of developing the "Selera Katong" Tuna Fish MSME has led to an increase in product sales. As of May 2024, sales reached 400 units, with products being shipped to Labuan Bajo. A souvenir shop in Labuan Bajo praised the MSME's products, noting their competitiveness and popularity among tourists due to their affordable prices. However, the shop suggested adding product information, such as expiration dates, and improving packaging to ensure safe delivery. Based on this feedback, village facilitators and beneficiaries modified the packaging to provide more informative details and attract consumer interest. The village facilitators also provided guidance on proper packaging methods, enabling the beneficiaries to package products correctly. In July 2024, the MSME group participated in packaging and design training with the State Treasury Service Office (KPPN) in Kupang City. Product orders continued to rise, resulting in increased income for the MSME group members. By June 2025, orders had surged



to 1945 units for shipment to the Gift Shop in Labuan Bajo. This significant increase led to a shipping collaboration with JNE Corporate, providing benefits such as lower rates, priority services, real-time tracking, responsive services, and access to promotional information.

On the other hand, in supporting the concept of comprehensive empowerment in the Desa Cahaya framework which consists of various other pillars besides the economy. The stages of mentoring implementation are also carried out to strengthen the knowledge and skills of MSME groups in other pillars such as in the pillars of education, da'wah and social humanity. In the education pillar, MSME groups are strengthened in terms of self-competence in the form of public speaking skills. MSME groups also receive coaching related to public speaking so that members can increase their confidence and dare to appear in public. Public speaking coaching was held on March 16, 2025 at Hotel Kristal. The coaching was attended by 15 representatives from each MSME group. This coaching was also carried out interactively where after the presentation of the material, some participants were given the opportunity to practice sales. On the other pillar, namely the da'wah pillar, development in the spiritual aspect is also carried out as in accordance with the vision and mission of YBM PLN, namely empowering mustahik (zakat recipients) to become muzaki (zakat givers). However, in achieving this vision and mission, mustahik, in this case the MSME group, needs to be accustomed to sharing with others starting from the habit of giving alms and alms. This habit of infaq can later encourage mustahik to voluntarily become muzaki, in this case giving zakat on their income. Strengthening this spiritual aspect begins with joint recitation activities carried out in June 2023 with the achievement of one recitation completing one juz, but it turns out that the time duration is too long if you target one juz per meeting. The next coaching is the delivery of material related to the benefits of giving. The habit of giving has been carried out by the MSME group from the beginning of the first year of assistance by setting aside infaq per production group. This habit of infaq not only strengthens the da'wah pillar, but also strengthens the social humanitarian pillar. Five times the infaq results have been distributed in the form of rice boxes to orphanages in May 2023; food packages and prayer clothes to the elderly poor in March, May and November 2024; and Eid gift packages for the poor in February 2025.

After the implementation of the program implementation stage in terms of assistance, the monitoring stage of monitoring MSME group activities is also carried out every month by the village facilitator. The monitoring results show that the empowerment carried out in the Tuna Fish MSME Group "Selera Katong" has succeeded in increasing the income of its members who are single mothers or fishermen's wives from an average income of Rp. 700,000/month to Rp.



3,500,000/month. This income data was obtained during the initial assessment of the first assistance year and the changes were obtained from the monitoring results of the third assistance year. Data on income levels were obtained during the initial assessment of the first year of assistance, while changes in income were analyzed based on the results of monitoring in the third year of assistance. This increase in income occurs along with changes in the economic role of family members, who previously only depended on the husband's income as a fisherman, but now have a group business and are able to sell up to 1,945 pcs of products every month from the business. MSME products have also been marketed in 5 souvenir shops in Kupang and Labuan Bajo with complete product legality. The monitoring results then became the basis for the implementation of the reporting and coordination stage. The reporting and coordination stage is carried out by village facilitators by reporting the results of monitoring both related to the progress of the development of the MSME Group and obstacles reported to YBM PLN Center and Unit every month via email or coordination group. YBM PLN Center and Unit will provide input and suggestions on development progress and obstacles that occur in the village. Currently, the assistance that has been carried out has only entered the third year, so it has not yet entered the program termination stage.

Therefore, the Desa Cahaya Oesapa empowerment program is carried out in six stages, namely the program socialization stage, the social mapping stage, the intervention plan and grand design stage, the implementation stage, the activity monitoring stage, and the reporting and coordination stage. The implementation of this empowerment program in addition to increasing income in the economic aspect, there is also development in the aspects of self-competence and spirituality. The success of this empowerment is not only seen from the field implementation, but also reflects the theory of empowerment. The empowerment carried out in Desa Cahaya Oesapa is in line with the definition of empowerment defined by Ife (2014) that community empowerment aims to increase the power of those who are disadvantaged so that they have power. In this context, single mothers and fishermen's wives who previously had low incomes used the empowerment opportunity to gain access to training, capital, and markets so that they were able to increase their economic and social capacity.

The empowerment carried out in Desa Cahaya Oesapa is also in accordance with the three keys to empowerment according to Friedman (1992: 23-24) namely: 1) the development of the potential of the community (the potential of marine wealth and the potential skills of the community in processing marine products are part of strengthening the capacity that is already owned to be developed further); 2) Strengthening the potential of both strengthening the level of



education, capital and information (the Desa Cahaya program also provides training to MSME groups from production management to marketing management and capital assistance is also provided); 3) Strengthening existing institutions/institutions in the community (the Desa Cahaya program formed the internal structure of the group according to the expertise of each member of the MSME group and assisted the group in collaborating with external institutions such as local agencies so as to strengthen the social position that supports business sustainability).

The implementation of the Tuna Fish MSME group assistance program “Selera Katong” if analyzed with the seven stages of empowerment conveyed by Adi (2024) the stages of empowerment that have been carried out in Desa Cahaya Oesapa include the preparation stage, the assessment stage, the alternative program planning stage, the performulation stage of the action plan, the program implementation/implementation stage, and the evaluation stage of the process and results of change. The socialization stage of the Desa Cahaya Oesapa program is consistent with the preparation stage presented by Adi (2024). Adi (2024) the said that the preparation stage contains two aspects, namely officer preparation and field preparation, in this case the program socialization stage refers more to the field preparation aspect. In the theory presented by presented Adi (2024:235-244) , the preparation of field conditions is carried out formally and informally to conduct licensing with community leaders. The facilitator of Desa Cahaya Oesapa also did the same thing, namely preparing field conditions informally through licensing to local community leaders, both RT, RW and the Village Head in a home visit and preparing field conditions formally by socializing the introduction of Desa Cahaya to the village community during the implementation of the Ramadhan Festival and the Dhuafa Bazaar at the National Electricity Day activities.

The implementation of the social mapping stage of Desa Cahaya Oesapa is also in accordance with the assessment stages presented by Adi (2024). The stages of analyzing the problems and potential of Desa Cahaya are in accordance with the assessment stages proposed by Adi (2024) because: 1) the program target, in this case the MSME group, was included in the problem identification discussion; and 2) the discussion held with the MSME group also discussed the problems and needs felt by the group. However, the implementation of the problem and potential analysis stage of Desa Cahaya was not carried out from the beginning of program planning, because the initial entry of the MSME group empowerment program was carried out by academic partners so that the village facilitators only carried out development. Therefore, the village facilitator conducts discussions related to the constraints of MSME groups with Focus Group Discussions, which are in accordance with the stages of alternative program planning



proposed by Adi (2024). So it can be concluded that the assessment stage and the alternative program planning stage proposed by Adi (2024) have been summarized and are in line with the social mapping stage of the Desa Cahaya program.

The next relevant stage is the theory put forward by Adi (2024), namely the program implementation stage. The program implementation stage or what is called the program implementation stage is carried out using the resources that have been provided, including capital assistance provided by YBM PLN UIW NTT, technical trainings such as production assistance; financial records; product legality; market and marketing networks; and product modifications as well as self-competence assistance and habituation to giving. The stages of evaluating the process and results of change proposed by Adi (2024) are in line with the monitoring stage and the reporting and coordination stages of the Desa Cahaya program. According to Adi (2024) the evaluation stage can be carried out by collecting data, conducting interviews, and analyzing the results of the program's effectiveness, then the results of the report are submitted to stakeholders in the hope of improving the program in the future or measuring the impact of the program. The implementation of the Desa Cahaya monitoring stage is in line with the process evaluation stage where in addition to seeing the effectiveness of the program, the results of the report are also sent to stakeholders, in this case to the Central and Unit YBM PLN to get suggestions for improvement as in accordance with the reporting and coordination stages of Desa Cahaya. If based on the stages of empowerment according to Adi (2024), the stage that does not exist in the Desa Cahaya program is the termination stage because the program is currently still running.

Another theory of the stages of empowerment is presented by Wrihatnolo & Dwijowijoto (2007:101) by dividing the stages into three, namely the awareness stage, the capacity stage, and the empowerment stage. The awareness stage proposed by Wrihatnolo & Dwijowijoto (2007:101) is in line with the social mapping stage of the Desa Cahaya program carried out by the village facilitators together with the beneficiaries and the community. This awareness stage is said to be in accordance with the social mapping stage of the Desa Cahaya program because it provides an opportunity for groups to convey the problems they face through FGDs and jointly determine solutions and program objectives so as to provide motivation to rise indirectly. Meanwhile, the capacity building stage and the empowerment stage proposed by Wrihatnolo & Dwijowijoto (2007) have similar indicators to the implementation stage of the Desa Cahaya program. This similarity is because at the implementation stage of the Desa Cahaya program, MSME groups are provided with various assistance, training, and practices that can improve group skills as in the capacity stage and there is a division of roles and responsibilities for each group member to be



actively involved in the implementation and provide suggestions for improvement in program implementation as in the enrichment stage.

The empowerment stage was successful due to the active participation of the MSME group. This participation aligns with Mikkelsen's definition (1999: 64) of participation as an active process characterized by freedom to undertake activities through group and individual initiative. The MSME group's participation manifested in several ways: willingness to dedicate time and energy to training and coaching, engagement in discussions and solution provision, commitment to role division, and participation in promotional activities. This active participation significantly contributed to the success of the Desa Cahaya Oesapa empowerment program.

CONCLUSION

The implementation of the Desa Cahaya program in Oesapa Village, particularly in assisting the Tuna Fish MSME group "Selera Katong," demonstrates the successful application of the comprehensive empowerment concept proposed by experts. The assistance provided aligns with community empowerment theory, encompassing definition suitability, conceptual alignment, stage appropriateness, and community involvement in active participation. Overall, the Desa Cahaya Oesapa empowerment program showcases the integration of theory into practice by positioning the community as an active subject in the empowerment process. The participatory approach employed, coupled with collaboration among facilitators, beneficiaries, and stakeholders, is crucial in achieving sustainable empowerment goals.

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